

SEMBA Career Management Guide

Your guide to a lifetime of successful career management

2015-2016

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SEMBA CAREER MANAGEMENT GUIDE

WELCOME TO THE SEMBA CAREER MANAGEMENT

As a SEMBA student at the University of Vermont, School of Business your Career Management journey begins with day **ONE** of the SEMBA program. This guide is designed to help you start that process and give you a road map to successfully prepare yourself to be a competitive candidate in the job market of today and tomorrow.

The SEMBA program is unique in the realm of MBA programs, giving its students a competitive advantage over standard MBA programs. Not only is our program unique, but so are our students. SEMBA students are skilled, passionate, and poised to tackle some of the world's biggest problems. Our goal is to help SEMBA students learn how to position those skills, knowledge and experiences into a successful, fulfilling career.

This guide and Career Services at the UVM, School of Business will help you plan and skillfully execute, career strategies that will optimize your success. Through reflecting on your values, strengthening your competencies, demonstrating confidence and building relationships you will set yourself up for to achieve your career goals.

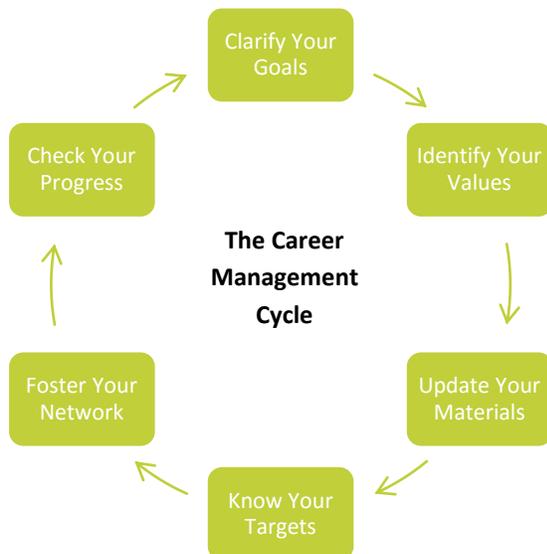
We encourage you to think of this journey as a partnership with the SEMBA faculty, Board of Advisors and Career Services and to regularly utilize the resources. Begin this journey early and work on it continuously throughout the year. Think of Career Management as an additional class and dedicate time each week to your preparation. Taking these steps and others outlined within this guide will create a firm foundation from which to launch your career.

WHAT IS CAREER MANAGEMENT?

Career Management is not just about getting a job, but is about effectively managing your career to skillfully direct your career with purpose and care. It's something you should start early and work on continuously.

Career management is the combination of structured planning and the active management choice of one's own professional career. The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial security

Ongoing career management involves clarifying your values and career vision, pursuing your interests, building your skills, and expanding your base of experience – all against the backdrop of the network of relationships that you build and within the context of career plan you develop.



AVAILABLE CAREER RESOURCES

The School of Business wants you to be successful not just in the classroom, but in your future career goals as well. In order to reach this goal there are various services and programs available to help you throughout your career planning.

PROFESSIONAL DEVELOPMENT

Entrepreneur in Residence: The SEMBA program works diligently to bring in successful entrepreneurs throughout the quarter. This is a great opportunity to learn about different industries and connect with leaders in the field.

Workshops & Seminars: Online and in person resources focused on different areas of career management to help you be successful in navigating your career.

Networking: Throughout the year there are various networking events put on by the School of Business, UVM's Career Center, and the local community. These are excellent opportunities to expand your network and polish your networking skills.

Sustainable Business Career Fair: In the spring the School of Business will host a career fair focused on sustainable business. This will be a great opportunity to speak with local and national companies

SCHOOL OF BUSINESS CAREER RESOURCES

Resume Review: Get feedback on your resume to ensure it is a strong representation of your skills and experience.

Mock Interviews: Prepare for upcoming interviews by practicing answering interview questions ahead of time.

General Career Prep: Come talk about your goals and get advice on how to structure your job search or Career Management in order to meet those goals.

CAREER MANAGEMENT AREAS OF COMPETENCY

Based on research and data from employers of MBA students, there are certain areas it is vital to have competency in to enhance your marketability. There areas are:

- Self-Awareness
- Networking and Relationship-Building
- Communications
- Innovative Strategic Thinking

For each of these skills there is a base level of competency (Level 1) and an enhanced level of competency (Level 2). It is recommended that you work on and develop these skills to Level 2 competency throughout the year.

SELF AWARENESS

	Level 1	Level 2
Understands own unique qualities and strengths, personality and values, and can speak to their “personal brand” and vision.	Completes personal brand exercise and personal vision and action plan. Assesses highlights of experience and personal qualities. Can define 3-5 unique qualities and creates a succinct message to convey brand, values, and vision.	Is able to effectively include brand and value qualities in cover letter and other professional materials. Understands how these qualities fit within an organization in order to determine best cultural fit. Can easily answer “Why?” questions. “Why, this company? Why, this job? Why, the SEMBA program?”
Understands organizational fit	Researches and identifies organization they would like to work. Conducts informational interviews with individuals at these organizations.	Narrows down organizations to those in which personal brand and values best fit within the culture and allows for work towards personal vision. Builds relationships with these companies.
Identifies 1 or 2 functional roles	Identifies 1-2 career paths that are compatible with their strengths, interests, & vision. Researches these career paths and how individuals achieved the positions through LinkedIn and other resources.	Identifies gaps and strengths for career path and works to address these in their career preparation.

NETWORKING AND RELATIONSHIP BUILDING

	Level 1	Level 2
Networking Etiquette	Understands the different types of networking etiquette required for different situations. E.g. informational interviews, career fairs, and social situations.	Attends networking events and workshops; consistently practices networking skills and is constantly prepared to meet and network with new connections.
Informational Interviews	Sets up informational interviews with individuals who work at companies of interest or in targeted career path. Always sends thank you notes.	Continues to conduct informational interviews with a variety of contacts and deepens relationships within targeted companies.
Follow-up Correspondence	Follows up via email with recruiters, informational interviewees, and other contacts. Understands and follows email etiquette.	Maintains established network connections on a regular basis, while continuing level 1 actions with new contacts.
Employer Events	Attends employer events. Preparing ahead of time and engage recruiters, alumni, and employers at events. Follow up after the events in a professional manner.	Feels confident engaging employers at events and delivering concise elevator pitch. Engages effectively with insightful questions and follow up.
Mentoring relationships	Sustains existing mentors and creates new relationships. Understands the value of a mentor and engages in a professional manner.	Has more than one mentor and continues to build mutual relationships with these mentors.

COMMUNICATION – ORAL

	Level 1	Level 2
Behavioral Interviewing including positioning statement, e.g. “Tell Me About Yourself” (2 minutes) and Elevator Pitch (15-45 seconds)	Participates in mock interviews with Career Services or with peer. Attends networking events and practices elevator pitch. Weaves personal brand qualities and vision within these dialogues.	Easily adapts elevator pitch and TMAY to different situations and individuals. Regularly participates in mock interviews to keep skills sharp,
Business Presentations	Can create effective PowerPoint presentations and deliver 5 minute presentation to an audience.	Can deliver oral presentation in a variety of situations and to diverse audiences with confidence. Adept at using presentation tools and technologies to engage audiences.
Providing Feedback	Can provide constructive feedback when asked.	Feels confident providing constructive insights and feedback to individuals and understand appropriate situations in which to do so.

COMMUNICATION – WRITTEN

	Level 1	Level 2
Resume	Submits resume to School of Business Career services at the start of Fall semester to be uploaded into resume book.	Updates resume with practicum project and adapts it to specific job postings using key words.
Cover Letter	Attends cover letter workshop. Writes a practice cover letter and obtains feedback from peers and faculty.	Effectively customizes cover letters to each job and ensures there are not grammatical errors or mistakes.
Thank you/Follow up note	Writes thank you notes and/or other follow up correspondence within 24 hours of meeting.	Customizes notes and sends them within 24 hours of meetings. Periodically follows up with key contacts .
Informational interview request	Writes a formal informational interview letter following the template provided.	Customizes letter, receiving positive responses to request.
Business Reports	Understands basic components of writing a business report.	Feels confident and comfortable with written business reports for classes and practicum project.
LinkedIn Profile	Ensures profile is up, current and aligned with resume.	Updates profile with project experience. Profile has title and keywords that reflect career goals.

INNOVATIVE AND STRATEGIC THINKING

	Level 1	Level 2
Career Plan	Develops a thoughtful career management plan, including networking strategies and timeline with milestones to complete.	Develops and actively works on career plan, tracking progress towards milestones. Regularly, updates and shares with faculty, mentors and Career Services.
Career Management Initiative	Understands the importance of career management and conducts regular research on companies and industries of interest.	Regularly conducts research and understands the current and future needs of companies and industries. Prepares potential job proposals to present to companies to fill needs.

CAREER MANAGEMENT PLANNING

This next section will help you reflect on your career goals, strengths, liabilities, and personal brand. Taking time to carefully reflect on these items will allow you to have a firm self-awareness from which to start your Career Management plan. Utilize your personal vision and action plan from orientation in conjunction with the following exercises to help you understand and narrow down the types of jobs and organizations that might be the best fit for your interest and goals.

GOALS

List your career goals below:

Short Term Job Desired (1-2 Years)

Long Term Job Desired (3-7+ Years)

List the ideal function, industry, and location(s)

What salary range?

COMPETITIVE MARKET ANALYSIS

Who are you competing with?

Where are the positions you seek?

What is the annual market outlook?

What are the salaries for jobs that you want?

What companies want people like you?

YOUR PERSONAL BRAND

STEP ONE: SOLICIT FEEDBACK FROM OTHERS

Ask individuals who know you either personally or professionally to provide feedback on the following questions:

1. If you were to describe my key attributes, which 7 words would you choose?

Acknowledging	Educated	Learner	Respectful
Adaptive	Engaging	Open-minded	Rewarding
Aggressive	Enthusiastic	Organized	Steady
Analytical	Ethical	Outgoing	Supportive
Assertive	Evaluative	Passionate	Thorough
Change-ready	Flexible	Perceptive	Thoughtful
Committed	Generous	Positive	Transparent
Communicator	Grateful	Precise	Trusting
Compassionate	Gregarious	Proactive	Trustworthy
Confident	Honest	Quiet	Unstructured
Consistent	Humorous	Relator	Urgent
Contributor	Initiator	Reliable	Wise
Creative	Inspiring	Reserved	Other- Please
Deliberate	Intuitive	Resilient	Specify
Driven	Kind	Resourceful	

2. Throughout their youth, most people participate in many activities in addition to school. When working as part of a team, how do you experience me?
3. Please assign a rating from 1 (not likely) to 5 (very likely) based on your experience of me in a team; whether on a school, family, sports or community team. If you have not witnessed me in a team setting, please select NA (not applicable)

Not Likely 1 2 3 4 5 Very Likely

- a. Provide strategy and drive to keep projects moving forward.
- b. Offer light relief when things are tense, helping the team avoid taking themselves too seriously.
- c. Help the team mediate differences that are often just a clash of personalities.
- d. Emerge as a leader, often selected by peers or others for this role.
- e. Am a healthy skeptic, providing an analytical view on issues.
- f. Bring together diverse viewpoints and ideas into a cohesive approach.
- g. Work independently on specific deliverables for the team.
- h. Keep the team motivated and inspired to forge ahead.
- i. Provide the vision and the big picture of our goals, helping the team avoid getting too lost in the little details.
- j. Help the team expand its thinking and find ways to create more than the sum of our individual parts.
- k. Help others be successful while not needing the spotlight on myself.

4. When you reflect on your experience with me, how would you describe the following?
 - a. My greatest strength is:
 - b. My greatest weakness is:
 - c. I could be even more successful if I would do more...
 - d. I could be even more successful if I would do less...

5. There are many possibilities for my future pursuits in life. Pick two of the options below to use as a metaphor for your experience of me. For example:

If I were a food what kind would I be and why? You would be a Snickers bar because you are both sweet and nutty, with a delicious sense of humor and you have enough substance to stick with things longer than most.

- a. Animal – What kind would I be and why?
- b. Book – What would my title be and why?
- c. Food – What kind would I be and why?
- d. Mode of Transportation – What kind would I be and why?
- e. Musical Instrument – What would I be and why?

STEP TWO: IDENTIFY YOUR STRENGTHS

Ask yourself the following questions:

1. What was the most successful project I ever worked on and what made me successful?
2. What was the most important role I ever fulfilled and why was it fulfilling?
3. When faced with a challenging obstacle, what's the skill I depend on to overcome it?
4. What are strengths that others commend me on?

Then dig deeper to think about which themes and strengths you want to highlight:

1. What strengths and skills do I see come up repeatedly?
2. Which skills do I enjoy using no matter what I'm working on?
3. What am I good at but don't really enjoy doing every day?
4. Which strengths and skills will be most helpful in my career search?
5. What skills am I missing? What skills would I like to gain that I have not yet been able to practice?

Now list what you believe are your top 5 strengths below:

Now compare the list you created to the feedback you received from others in your life. How does it compare?

STEP THREE: ACTIVATE YOUR STRENGTHS

Clarify, Communicate and Capitalize on your strengths to ensure you are maximizing them in your job search!

Area	Description	Action
Clarify	Know your strengths	Complete the above section with your top 5 strengths.
Communicate	Effectively share your strengths through various mediums.	Integrate your strengths throughout your elevator pitch, resume, bio, cover letter, and online presence.
Capitalize	Seek out opportunities where you can demonstrate your strengths.	Select projects and opportunities that allow you to utilize your strengths and build on your visibility.

STEP THREE: WEAKEN YOUR WEAKNESSES

You've probably heard the saying, "keep your friends close; keep your enemies closer." The same is true with weaknesses. It's important to know and understand your weaknesses, just like it's important to know and understand your strengths.

Ask yourself the following questions:

1. What are the weaknesses I'm aware of?
2. When working with others, what roles do I tend to avoid that may be important to my career goals?
3. When faced with challenges, what's most likely to make me give up?
4. What was something I was unsuccessful at and what was the reason?

List three weaknesses that you would like to overcome in order to achieve your goals:

Now compare your answers and list of weaknesses to the response you collected from others.

1. Did someone identify weaknesses you weren't aware of?
2. Were there weaknesses someone identified that are not essential to your career goals? (i.e. you have bad handwriting) Don't focus your energy on these weaknesses.
3. What weaknesses might hold you back from your career goals? This is where you should focus your energy.

STEP FOUR: WORK ON WEAKNESSES

Area	Description	Action
Mitigate	Minimize the impact your weaknesses have by choosing fields and projects that don't require you to use these skills on a regularly basis. Or find teammates whose strengths complement your weaknesses.	Identify weaknesses that can be mitigated.
Manage	Focus only on those weaknesses that will have an impact on your career goals	Identify weaknesses that need work
Master	Take on opportunities to build those skills that will be beneficial. Consider utilizing a mentor to turn your weaknesses into strengths.	Identify skill building opportunities and create an action plan in the table below

STEP FIVE: CREATE A PLAN

Look at your responses from the questions above. What skills, that are important to your career goals, are you missing? What skills would you like to build that you haven't had an opportunity to? What weaknesses would be beneficial to turn into strengths?

Skill	Current Level	Mentor	Resource/Opportunity
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STEP SIX: UNDERSTAND YOUR VALUES

Values are what help guide your decisions. When you pursue activities and interests that are in line with your values you will enjoy what you are doing more and have more energy for those activities. This is just as important when it comes to considering career paths. Nothing is more powerful than being able to align who you are with what you do.

IDENTIFY YOUR TOP FIVE VALUES

- Read through the list of values below and eliminate words that do not resonate with you and put a check mark next to those that you feel are important. If you have values that are not on the list feel free to add them.
- Review the list of values you feel are important and pick your top 5 and write them below.

Accessibility	Determination	Family	Loyalty
Achievement	Clarity	Fidelity	Mindfulness
Accountability	Comfort	Fun	Optimism
Accuracy	Commitment	Generosity	Originality
Adventure	Compassion	Grace	Passion
Affection	Completion	Growth	Peace
Affluence	Contentment	Health	Perfection
Altruism	Control	Honesty	Power
Ambition	Directness	Humor	Prosperity
Assertiveness	Discipline	Imagination	Punctuality
Balance	Diversity	Impact	Recognition
Bravery	Efficiency	Independence	Relaxation
Calmness	Empathy	Integrity	Reliability
Celebrity	Enthusiasm	Intelligence	Resourcefulness
Challenge	Excellence	Justice	Respect
Charity	Experience	Kindness	Security
Courage	Expertise	Knowledge	Sensitivity
Creativity	Fairness	Leadership	Significance
Curiosity	Faith	Learning	Sincerity
Dependability	Fame	Love	Speed

Spirituality	Success	Understanding	Winning
Spontaneity	Sympathy	Vision	_____
Strength	Teamwork	Wealth	_____

Now that you have a list of your top five values it's important to define what they mean to you as two different people can have different interpretations of the same word. Next rate how well you are living this value in your life, with 1 being "I'm not really living this value" and 5 being "I live this value consistently".

<u>My Top Five Values</u>	
#1 Value Defined:	Alignment 1 2 3 4 5
#2 Value Defined:	Alignment 1 2 3 4 5
#3 Value Defined:	Alignment 1 2 3 4 5
#4 Value Defined:	Alignment 1 2 3 4 5
#5 Value Defined:	Alignment 1 2 3 4 5

Now select one or two of your values that you feel are most important to your success and happiness and that are the most out of alignment with your current life. Come up with a plan on how you are going to bring your life back in line with that value.

Value	Needing Alignment	Action Plan and Timeline	Accountability Partner
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STEP SEVEN: PURSUE YOUR PASSIONS

When passions are integrated into what you do you become more engaged and generate more enthusiasm and engagement in those around you.

Answer the following questions:

1. What would I do if money wasn't an issue?
2. What are my favorite activities?
3. What type of people am I drawn to?
4. What kind of stories in the news always capture my attention?

Now, let's separate activities you are passionate about from your real passion. Answer the following questions:

1. What is the common thread across my above answers?
2. Why do I love the things I love?

List two of your underlying passions are most important to you?

1. _____
2. _____

Finally, expand on your passions:

1. How can you further explore your passions?
2. How can your passion form the foundation of your career goals? What types of career paths would utilize and value your underlying passions?

STEP EIGHT: DEFINE YOUR PURPOSE

Why am I here? Is a question everyone asks themselves at some point. Your purpose is the big picture, your vision of what you would like to achieve. When you combine clear values, engage your passions and actions associated with your purpose you have a great road map for whatever destination you choose.

For this next part either have a friend read you the guided visualization exercise in the appendix or read it yourself and then close your eyes and allow your mind to wander through the imagery before putting pen to paper. Make sure to turn off your inner cynic for a moment and just enjoy the exercise.

Now write down your thoughts from the exercise using first person language.

Now look at what you've written down and answer the following questions:

1. What has been important to me?
2. Who is on this journey with me?
3. What am I doing that fuels my passion?
4. What am I working toward and/or what have I accomplished that give me a sense of purpose?
5. Where am I headed next?

Look at your responses above. Do your values, passions and purpose show up in your visualization? Use different color highlighters to indicate your values, passions, and purpose. Are all colors represents?

Now, if any of the colors are in short supply, what are you doing now that could be fulfilling those needs? List your five favorite activities in the table below. Place a check next to the activity if they feel in sync with your values, passions, and purpose. If not use the three spaces below to identify activities that you would enjoy that are better aligned with your values, passions, and purpose.

Activity	Values	Passion	Purpose
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

STEP NINE: BUILDING YOUR BRAND

Clarifying your unique strengths, values, passions and purpose gives you a great direction and criteria for what to say "yes" to and what to say "no" to when faced with numerous opportunities.

Now let's connect all the word you've just completed.

Skills/Strengths: Which of the strengths you identified would you most like to showcase, or which skill are you missing that you'd like to develop?

Values: Which companies or positions might connect with the values that were top of your list?

Passions: What type of work might connect with the underlying passions you discovered?

Purpose: What might move you towards your internal vision of the future?

Goals: What is your goal for the job you would like to have when you graduate?

STEP TEN: SUMMARIZE IT

Now that you have a better understanding of your brand condense it into 1-2 sentences that capture the essence of who you are and what you want to do. For example:

I energize, focus and align manufacturing organizations, resulting in sustainable acceleration of processes, reduction in waste, and growth of profits.

Use the below space to brainstorm and refine your brand essence. Then test it out on peers, mentors, faculty, and other people in your life to see if it resonates with others.

USING YOUR BRAND ESSENCE

Now that you have a better understanding of your brand essence and have created a concise statement to express it, it's time to think about how to integrate it into your career management plans.

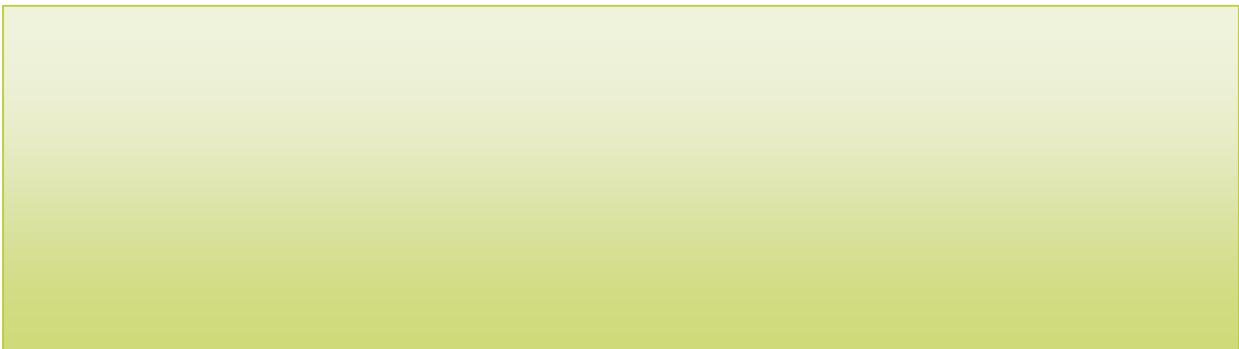
What experiences have you had that highlight your brand?



Learn to speak about your resumes highlights as stories. Pick two or three stories you think highlight your brand.



What differentiates you?



ADDRESSING YOUR LIABILITIES

This section will allow you to take the liabilities you identified in the brand essence exercises and put together a concrete plan to address them.

Select 1-2 liabilities you would like to address to achieve your goals.

List any liabilities that are out of your control? Focus only on ones you can control.

What is your biggest challenge in addressing this liability?

What feedback have you received from others about your liabilities?

How can you utilize this feedback on addressing your liabilities?

Identify available resources to help overcome these liabilities?

How soon can these liabilities be addressed?

LAUNCHING YOUR JOB SEARCH

List the top two priorities for your job search:

- 1.
- 2.

Answer yes or no to the following

	Yes	No
• I know myself well enough to share highlights about myself with others	<input type="checkbox"/>	<input type="checkbox"/>
• I know the company and market I am entering and where I fit	<input type="checkbox"/>	<input type="checkbox"/>
• I can speak confidently about myself and why I want a position	<input type="checkbox"/>	<input type="checkbox"/>
• I am keeping track of all my activity with a focus on follow-up and lead generation	<input type="checkbox"/>	<input type="checkbox"/>
• I feel confident in my interview skills	<input type="checkbox"/>	<input type="checkbox"/>

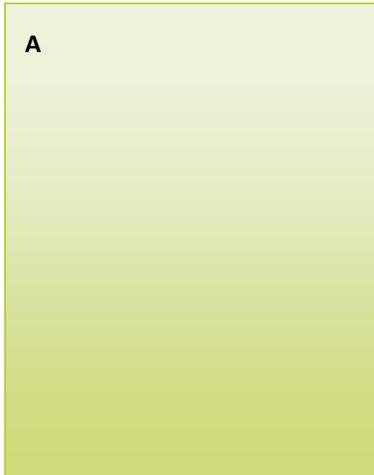
If you answer yes to all of the above questions you are ready to begin your job search. If you are unsure or answer no to any of the questions, it's recommended to set up an appointment with the School of Business Career services to discuss strategies to further prepare.

TARGET MARKETS

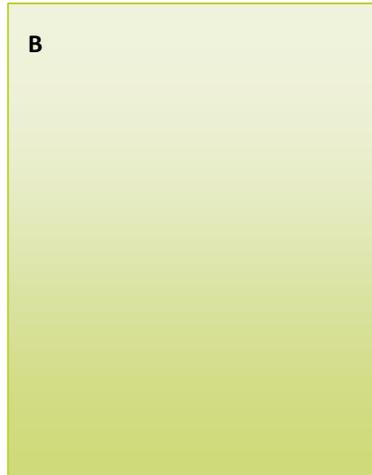
Define your target markets, including geographical targets and company targets. Be strategic and think broadly, considering a broad range of possibilities and opportunities.

What are your geographical targets?

A



B



C



What are your company targets? Have a list for each geographical market. Include small, medium, and large companies. Consider startups.

A



B



C



TIME MANAGEMENT

Career Management is not something that just happens. Think of your career planning and job search as another course you are taking and dedicate time each week to ensure you are working towards your goals. Use the sections below to create a time management plan to ensure you are dedicating the time needed to your career goals.

How many hours do you plan on dedicating to your Career Management each week? Block out specific days and times on your schedule to ensure you make time.

How many contacts do you want to make each week? Each month?

WEEKLY ACTIVITY REPORT

- Set up a spreadsheet with name of employer, data of contact, and contact information
- Track activity updating your contacts and follow-up. Review weekly
- Generate new leads through phone calls, emails, and LinkedIn
- Apply for positions weekly and when possible send a resume and personal note to the recruiter

WEEKLY PROGRESS CHECK

- How are you doing sticking with your plan?
- How close are you to meeting your goal?
- What have you learned?
- What resources do you need?
- What is your biggest obstacle in your job search? How are you going to overcome this?
- Are you becoming more confident in the process?
- Have you set up a check in with Career Services?

SAMPLE CAREER PLANNING TIMELINE

August	<ul style="list-style-type: none"> • Provide an updated resume to the School of Business Career Services
September/October	<ul style="list-style-type: none"> • Go through the career management guide and complete all the exercises. • Start doing research on careers and companies you would like to work for.
October – December	<ul style="list-style-type: none"> • Narrow down the companies you are interested in and set up information interviews with individuals at the company or with people in similar positions.
January	<ul style="list-style-type: none"> • Attending UVM networking nights in Boston, New York, or DC.
January – March	<ul style="list-style-type: none"> • Follow up with connections from the fall and ask them to connect you to other people who might be a good connection. • Practice your interview skills through mock interviews or BigInterview through the Career Center. • Keep an eye out for job openings and apply as one's that fit your career goals become open. • Draft job proposals for companies you would like to work for but do not currently have openings.
March - May	<ul style="list-style-type: none"> • Continue applying for positions and expanding your network.
May	<ul style="list-style-type: none"> • Practicum Presentations
May - August	<ul style="list-style-type: none"> • Update your resume with your practicum experience. Use this time to further expand your network. • Continue applying for jobs.

PLANNING YOUR FINANCES

Finances are an important consideration when planning your career and job search. Below are some questions to help you think about your financial needs as you plan your search.

What are your financial goals?

What is your timeline for meeting your financial goals?

What are the expenses needed to complete your search? Keep track of them for possible tax implications in the US.

What salary will you need and when will you need to pay your bills?

If you are considering moving, what are the costs of moving?

PREPARING A RESUME

The primary goal of a resume is to concisely describe how your experiences and education are relevant to the position for which you are applying. Proper formatting and language is important to ensure that a recruiter and/or hiring manager can quickly identify your accomplishments and make a decision about interviewing you.

Below you will find resume tips. Please reference this as needed to ensure you are presenting your resume in the best way possible.

GENERAL RESUME TIPS

KNOW YOUR AUDIENCE

As much as possible, include experiences that are relevant to the work you seek. Use the jargon of the field if you know it. Also, be sure to do research about a company prior to applying for any opportunities.

ADVERTISE YOUR STRENGTHS

Write powerfully, beginning each detail statement with action verbs. Use a variety of verbs that relate to the skills described in the job description. This is particularly important for online applications at large companies and organizations which may filter resumes through an algorithm or other computer system

FOCUS ON ACCOMPLISHMENTS AND RESULTS

Highlight those elements of previous positions that produced tangible results. Use numbers and/or percentages when possible to make your examples more specific and impressive.

MAKE YOUR RESUME SKIMMIBLE:

Employers sometimes receive hundreds of resumes, requiring them to quickly decide which resumes are worthy candidates and which are not. Making your skills and abilities noticeable at a glance increases your

chances of further consideration. The body and layout should be concise. Write in fragments, not sentences. List these fragments with a bullet point or other symbol preceding.

USE CLEAR AND ARTICULATE WRITING

Be sure to proofread multiple times and review for grammatical, spelling or punctuation errors. You should get your resume approved through Catamount Job Link prior to sending it externally. General best practice is to have AT LEAST 2 people proof read your resume prior to applying.

PHASE OUT LESS RELEVANT EXPERIENCE

As you gain more direct experience in your desired career field you may want to phase out those experiences that are less relevant to your goals. Participation in high school activities, jobs outside of your career field, etc. may take up valuable space on your resume. If you find yourself short on space think about removing some of these items.

REFERENCES

Before beginning your career search get permission from at least three individuals who can serve as positive references to your abilities. It is not necessary to have these on your resume, but it is recommended to have a separate sheet with their information on hand, in case it is requested.

Use Career Services

Visit www.uvm.edu/careers or call 802-656-3450 to make an appointment with a Career Counselor.

STAR METHOD

The STAR method is a structured way of presenting your experience and responding to behavioral-based interview questions by discussing specific situation, task, action, and result of the situation you are describing.

Situation: describe the situation that you were in or the task you needed to accomplish. Be specific and give details.

Task: What goal were you work toward?

Action: describe the actions you took to address the situation. Focus on what YOU did in the situation.

Result: Describe the outcomes of your actions and don't be shy about taking credit.

For Example:

A **weak** resume statement:

“A successful builder of high performance teams that can address challenging client situations”

You are bragging about yourself without context, an example of any sense of scale or success. Change it into a STAR statement:

A **strong** resume statement:

“Assigned as a new project leader to a client who was dissatisfied with the firm’s services, rebuilt the project team and rewrote the application to the customer’s satisfaction, resulting in a 3 year contract extension.”

Identifying the STAR components:

Situation: assigned to a dissatisfied customer

Task: to solve a technical issue and a client issue

Action: pulled together a new team to solve the issue

Result: achieved customer satisfaction and got a contract extension

KEYWORDS FOR RESUMES

Use action words to describe experience and accomplishments and to effectively demonstrate your level of responsibility. Here are some words to use:

- | | |
|----------------|---------------|
| ➤ Achieved | ➤ Founded |
| ➤ Acquired | ➤ Generated |
| ➤ Adapted | ➤ Guided |
| ➤ Addressed | ➤ Hired |
| ➤ Administered | ➤ Identified |
| ➤ Analyzed | ➤ Implemented |
| ➤ Assembled | ➤ Improved |
| ➤ Assisted | ➤ Informed |
| ➤ Audited | ➤ Interpreted |
| ➤ Budgeted | ➤ Interviewed |
| ➤ Calculated | ➤ Launched |
| ➤ Centralized | ➤ Led |
| ➤ Changed | ➤ Maintained |
| ➤ Collaborated | ➤ Managed |
| ➤ Composed | ➤ Marketed |
| ➤ Condensed | ➤ Minimized |
| ➤ Conducted | ➤ Motivated |
| ➤ Constructed | ➤ Negotiated |
| ➤ Converted | ➤ Obtained |
| ➤ Coordinated | ➤ Operated |
| ➤ Created | ➤ Organized |
| ➤ Cultivated | ➤ Originated |
| ➤ Demonstrated | ➤ Oversaw |
| ➤ Designed | ➤ Performed |
| ➤ Developed | ➤ Planned |
| ➤ Devised | ➤ Prevented |
| ➤ Discovered | ➤ Produced |
| ➤ Doubled | ➤ Programmed |
| ➤ Drafted | ➤ Provided |
| ➤ Edited | ➤ Publicized |
| ➤ Eliminated | ➤ Published |
| ➤ Ensured | ➤ Reorganized |
| ➤ Established | ➤ Reported |
| ➤ Evaluated | ➤ Researched |
| ➤ Expanded | ➤ Selected |
| ➤ Explained | ➤ Simplified |
| ➤ Forecasted | ➤ Supervised |
| ➤ formed | ➤ Trained |

FULL NAME

Street Address, City, State ZIP CODE
802.000.0000 studentemail@gmail.com

EDUCATION

UNIVERSITY OF VERMONT Burlington, Vermont
Candidate for Sustainable Entrepreneurship Masters of Business Administration Expected August 2016

UNIVERSITY OF VERMONT Burlington, Vermont
School of Business Administration, Marketing May 2010

EXPERIENCE

CASELLA RESOURCE SOLUTIONS, Rutland, VT Summer 2016
Publicly traded company that provides resource management expertise to industrial, institutional and municipal customers
Business Analyst

- Developed strategy to enable Casella's Industrial Solutions group leverage hard assets and knowledge capital in a single service offering which improves profitability and environmental outcomes while growing market share.

SEVENTH GENERATION, Burlington, VT 2012-2015
Company specializing in household and personal care products that are healthy and safe for people and the environment
Assistant Director of Corporate Consciousness

- Integrated corporate responsibility into the development of all new products to ensure they were aligned with company values.
- Provided educational opportunities to over 500 employees nationwide regarding corporate responsibility.
- Secured branded press coverage for up to 20 annual product launches utilizing seven team members to facilitate print and broadcast interview in top 25 US markets.

VENTURE OUTDOORS, Pittsburgh, PA 2010-2012
Nonprofit organization dedicated to connection everyone to the benefits of the outdoors
Member Support Specialist

- Designed and initiated public outreach campaign resulting in at 75% increase in participation over three years.
- Created and implemented a new marketing campaign generating increased interest in the programs and services.
- Actively coached a team of 25 new hires through onboarding processes and supported their professional development.
- Coordinated logistics and press outreach for annual event, which attracted 3000+ attendees and generated \$250k in donations.

SKILLS AND ACTIVITIES

- Relevant Course Work: Marketing, Finance, Accounting, Triple Bottom Line Measurement, Business Sustainability and Public Policy, Regulatory Issues, Sustainable Operations and Supply Chain, Systems Thinking, Strategy and Entrepreneurship
- Knowledge of MS-Office Suite, SPSS, Photoshop
- Conversational in Spanish
- Complete 3 Marathons with a Personal Record of 2:50

APPLYING FOR JOBS

You've found a position that's exactly what you are looking for at a company that's a great fit. You're skills and qualifications are exactly what they are asking for in the job description. Now what? Sometimes applying for jobs, especially those requiring online applications, can feel like you are just sending your resume and application into a black hole. However, there are ways in which, even with online applications, you can make yours stand out.

A recent survey by the National Association of Colleges and Employers asked employers for their advice on how to make applications stand out:

1. Follow directions. Be careful to fill in the correct field with the correct data.
2. Ask for advice on completing the application from a company recruiter or an alumnus who may work at the company.
3. Tailor your application information to the position. Don't copy and paste text from your generic resume.
4. Use keywords, buzz words, and industry verbiage. Use the verbiage in the job ad as your model. Employers search for keywords when they're looking for people to fill specific positions.
5. Create a skills inventory section, even if the application doesn't require it. You might put this in the comments section.
6. Include numbers and statistics where available.
7. Complete all fields – even those that aren't required.
8. If the company offers optional assessment tests online, take it. (One employer admitted that applications who don't take the optional assessment are automatically screened out)
9. Make sure your resume can hold its own in a very simple format. Fancy bullets, text, italics and bold do not convert well in an electronic application.
10. If you have to upload a copy of your resume, make sure to save it as a PDF then upload it to avoid formatting issues.
11. Spell and grammar check your application before submitting it. Have an error-free application because this application serves as the employer's first impression of you.
12. Use the comment section to demonstrate you've done your research on the company and industry.
13. Use quotes from letters of recommendation in your cover letter and resume.
14. Follow up your electronic resume with a personal email to the recruiter. A follow up phone call is acceptable if the ad does not say, "No phone calls."

WRITING A COVER LETTER

Your cover letter:

- Serves as a mini interview on paper to expand on concepts featured in your resume and further market yourself as a strong fit for the position
- An initial opportunity to communicate with a potential employer that allows you to make a good first impression, hopefully leading to an interview.
- Allows you to showcase skills and accomplishments not included on your resume
- Allows you to articulate your personal brand.
- Provides evidence of your professional communication skills.

STEPS TO WRITING A STRONG COVER LETTER

STEP ONE: ANALYZE THE POSITION AND THE COMPANY

- Go through the job description and underline key words or phrases that offer insight as to what the employer wants or requires.
- Identify why you are interested in the positions.
- Identify the recruiter or hiring manager.
- Identify any contacts you have with the organization.

STEP TWO: COMPARE YOUR CREDENTIALS

- List at least three key accomplishments or experiences you have that are relevant to the position.
- Identify transferable skills that make you an ideal candidate, such as:
 - Communication skills
 - Interpersonal skills
 - Experience with teams
 - Leadership skills
 - Work ethic
 - Critical thinking

- Why are you qualified for the position?
- Why should you be hired over the other candidates?
- Customize your cover letter for each position. This is an opportunity to show that you've done your research on the company.
- Keep the cover letter to one page and do not use miniscule font or overly large margins.
- Showcase your skills but be honest and don't exaggerate your skills and accomplishments.

STEP THREE: WRITE THE LETTER

- Use the below cover letters as examples – do not duplicate exactly
- The letter should answer the following questions:
 - Why are you interested in the position and company?

STEP FOUR: PROOFREAD AND REVIEW

- Review the cover letter for spelling, grammar and syntax errors.
- Have at least a two people review your letter. One mistake can showcase a lack of attention to detail.

124 Pine Street #3
Burlington, VT 05401

April 11, 2015

Catamount Inc.
Human Resources Department
30 Community Drive
South Burlington, VT 05403

Dear Mr./Ms. Employer

Tell Mr./Ms. Employer why you are writing. If you are applying to a specific position, tell him how you learned about the position.

In the second paragraph, describe your interest and knowledge about the company or organization, and show how you are qualified for the position. Elaborate on information in your resume but do not repeat it. Be concise and give specific examples of your skills. For example, "As you can see from my resume, I have three years of experience in management."

In the final paragraph, ask for an interview. Ask Mr./Ms. Employer to contact you at his/her earliest convenience. Thank him/her for their time and consideration.

Sincerely,

(Your signature here)

Type Name

SAMPLE COVER LETTER

124 Pine Street #3
Burlington, VT 05401

April 11, 2013

Ben & Jerry's
Human Resources Department
30 Community Drive
South Burlington, VT 05403

Dear Mr./Ms. Employer,

I am pleased to be applying for the Public Relations Internship within Ben & Jerry's. This internship was brought to my attention through a recruiter's "Lunch and Learn" presentation on campus, and I am incredibly excited about this opportunity. Not only am I interested in further developing my skills in marketing and public outreach, but I am particularly attracted to Ben & Jerry's because of its historic reputation as being a socially conscious business that is active within the local Vermont community. The company's three part mission statement speaks to my principles and reflects the core values I have developed through my studies at the University of Vermont.

Through my ongoing position at Growing Vermont, the University of Vermont's (UVM) student-run and locally-based store, I have gained valuable experience in marketing products from a socially conscious, community-oriented, and ecologically-friendly platform. While at Growing Vermont, I have distinguished myself as the organization's Marketing Coordinator by forging a new partnership with UVM's Feel Good organization, a non-profit that sells food to raise funds and awareness for world hunger. As part of establishing this new, symbiotic partnership, I have helped coordinate a benefit concert sponsored by the two organizations to bring awareness to both Feel Good's mission and Growing Vermont's products. Of course, such endeavors are never completed by a single person; as the Marketing Coordinator I have supervised a dynamic team of five colleagues to pursue viral marketing campaigns, organizational partnerships and joint outreach initiatives. I believe that my ability to effectively communicate, foster a collaborative work environment, and operate with a high level of professionalism would make me an effective member of the marketing team at Ben & Jerry's.

Enclosed, please find my resume and cover letter. I look forward to an opportunity to further discuss this position and my qualifications. Please do not hesitate to contact me at xxx-xxx-xxxx or by email at alex.student@uvm.edu with any questions. Thank you for your time and consideration.

Sincerely,

Alexander Student (Signature)

Alexander Student (Typed)

HOW TO NETWORK SUCCESSFULLY

TIPS ON NETWORKING

BE PREPARED

Have an elevator pitch prepared and be ready to deliver it in a calm, confident manner. You never know when you'll meet a new contact so it helps to always be prepared.

Be sure to build your contact list, which can include, but is not limited to classmates, professors, members of organizations you belong to, and family connections.

If you are meeting with someone one on one, it is always helpful to create an agenda to help you stay focused during the conversation.

BE CREATIVE

Think of networking as marketing yourself. Be sure to include unique interests in or your elevator pitch so you are more memorable. Send thank you notes that are professional, but unique to you, to help the receiver remember you.

BE RESOURCEFUL

Make sure to do as much research as possible on the field you are interested on going into. If you know who you will be networking with do some research on that individual as well. LinkedIn is an excellent place to do research on individuals and their backgrounds. Networking is great way to get people to know you and get your foot in the door before a position is available.

BE PROFESSIONAL

When building relationship make sure to use "please" and "thank you" and be sure to pay close attention to the person you are talking to. Use their name, give a firm handshake and maintain good posture throughout the conversation. Make sure to look for clues that the individual is ready to end the conversation and do not draw it out too long. Also,

be sure to send a thank you note within 24 hours of your meeting.

THE ELEVATOR PITCH

The elevator pitch is a 90 second introduction about yourself and is an important tool for meeting potential employers at recruiting events or in general networking situations.

To prepare an elevator pitch take an inventory of yourself and your accomplishments. Identify common themes and think about what you've been recognized for accomplishing.

Familiarize yourself with what would make someone successful in the type of work you are interested in and be sure to provide information about what makes you unique.

Make sure to practice your elevator pitch until you become comfortable and confident in its delivery.

What Should an Elevator Pitch Include?

1. Name
2. Education
3. Experience
4. Interest, talents, skills
5. Aspirations

Keep in mind your pitch will change as you gain more experience and your career goals develop. Always keep your pitch in mind and adjust it accordingly.

HOW TO BECOME AN EFFECTIVE NETWORKER

Being confident and comfortable in networking situations can help set you apart from the crowd. Networking is one of the most important skills you can utilize and doing so effectively is one of the best ways to get a job. Practice and hone your networking skills regularly to be most effective.

POSITIVE SELF TALK

When you walk into the room approaching the situation with a positive attitude can make a big difference. Think to yourself:

- I'm a nice person and will be accepted by others in this room.
- I am just as good as everyone else here.
- Yes, I'm nervous, but so are others. Some people might even be more nervous than I am.
- I'm going to be friendly, courteous, and polite so people will have a good first impression.
- I'm going to smile, give good eye contact, shake hands and remember people's names.
- Everyone is here to meet new contacts.
- I'm going to pretend to act like a host to build my confidence. I'm going to talk to people who I see standing on their own and draw them into conversations with others.
- I'm going to spend more time being interested by asking questions rather than talking about myself.
- I'm going to look for potential opportunities and follow up on them.
- If all else fails I'm going to "fake it 'til I make it!"
- I'm going to enjoy myself.

SEVEN ESSENTIAL SKILLS AND TRAITS OF EFFECTIVE NETWORKERS

Traits:

1. Be friendly personable, courteous, flexible and open.
2. Have good self-esteem, you're as good as everyone else in that room.

3. Be brave; you need to be when you walk into a room of strangers.
4. Be generous; networking is about giving first and receiving second.
5. Be persistent and resilient. Why bother networking if you're not going to follow up.

Skills

1. Ask the right questions in an open and interesting manner.
2. Listen actively.

WORKING THE ROOM

Survey the room for the following groups

- Individuals – they don't know anyone and don't know how to break the ice. They are hoping someone will come talk to them.
- Open groups and trios – feel free to go over and join them – they want to meet you too.
- Closed groups and trios – their body language is saying they are comfortable how they are, but check back later.
- Big groups – only enter when you know someone.

Introductions

- Don't be afraid to just walk up and introduce yourself.
- Say nice things about the other people to start the conversation.

Move on with respect and courtesy

- Notice people's nonverbal cues that they are done with the conversation.
- Don't just walk away.
- Thank people for their time and politely excuse yourself.

FOLLOWING UP AFTER THE EVENT

Business Card Etiquette

- Ask for a card
- Comment on the card
- Ask to call and the best number to use

- Write on the card
- Plan when to follow up

Remember when following up:

- They are expecting your call.
- They agreed to speak with you.
- Your reputation will be damaged if you don't call.
- You're simply following up on the conversation from the event.

Plan for the call

- Recap the original conversation.
- Plan a voice mail message.
- Do research on the company
- Set time aside to make the call in a quiet place.
- Have your calendar ready to arrange a meeting if the opportunity arises.
- Be prepared for someone else to answer the call.
- Make the reason for the call clear.

There are 6 possible responses for a request to meet:

1. Yes, let's get our calendars out.
2. It's not me who deals with that.
 - a. Ask them to connect you with whoever does deal with it.
3. Let's talk about it now.
4. Please send more information.
5. Not at the moment.
6. We'll call you if we're interested

Remember

- Be persistent but not a pest. Give them a way out.
- When they say no, they are rejecting your services, not you.
- Never hear "no", only hear "not yet"

TIPS FOR INFORMATIONAL INTERVIEWS

RESEARCH THE COMPANY

Just like you would for a job interview, spend a lot of time on the company's website to find out about their products and services, their locations and the names of their key executives. Print out their latest press releases so that you can discuss what's going on with company now. Your extensive knowledge of their company could impress the person you're speaking with.

RESEARCH THE INDIVIDUAL YOU'RE MEETING WITH

Go on LinkedIn and do a search on the person meeting with you. You can ask them specific questions about their background including why they chose their career and company. If they're not on LinkedIn, Google them. Look for any interests or background that you might have in common with them.

DRESS TO IMPRESS

First impressions count so dress conservatively as if you're on a real job interview. You will be judged as soon as you walk in the door by how you look, so make it count.

Dress professionally and always have a copy of your resume with you.

REMEMBER YOU'RE NOT IN A JOB INTERVIEW

The most important rule about informational interviews is they are for information—not a job. If you confuse the two, and ask or imply you're really seeking a job, you have defeated the purpose of the interview. It can also appear that you were 'tricking' them into an interview.

HAVE A GAME PLAN

Be certain to have a game plan when you arrive. Regardless of your hopes or intentions, this isn't a regular interview, and the interviewer isn't going to take charge.

EXPRESS YOUR GRATITUDE EARLY ON

Be thankful, You're asking someone for their time and information, so start by thanking them earnestly for this.

COME PREPARED WITH AT LEAST FIVE KEY QUESTIONS

Think of questions that can't be answered through the Internet. Ask such things as: How did you get into the field? What advice would you have for someone starting out in this field? Who succeeds in this field? What characteristics are needed? And, What do you see happening in this field over the next few years?

You should use this opportunity to ask the questions you might not want to ask in a job interview. "Ask detailed questions so that you have a really good idea what it would be like to work in a particular company or industry. Ask them to show you examples of the type of work they do. Find out what qualifications are needed to excel in the types of positions they have. You can even ask questions you wouldn't normally ask in a first job interview that relate to salary and benefits.

FOCUS YOUR EARLY QUESTIONS ON THE INTERVIEWER

Start by asking about their experience in the field, how they got started, what other careers they considered, etc. People love to talk about themselves, and the information you get will be interesting and helpful.

DON'T BE NERVOUS

You shouldn't be, since this interview is not for a job. Don't put too much pressure on yourself. Since this isn't a real job interview, you can relax more and be yourself.

What is an Informational Interview?

The purpose of an informational interview is to learn more about an occupation or industry that you might be interested in pursuing. Informational interviews can also help in clarification and confirmation of your career choice. Networking is a big advantage since interviewing allows you to make new professional contacts and learn about employment opportunities that may never be advertised.

An informational interview is NEVER a time to ask for a job. It may open up opportunities for future employment, but it is not a time to plot your way into the company

BE HONEST (BUT PROFESSIONAL AND POLITE)

Beating around the bush about why you are really there will come off as insincere and possibly offend their intelligence, so don't be afraid to be very straightforward. Explain that you'd love to work there, and are hoping to get some guidance on how best to do that.

Regardless of the interviewer's motivations, make no bones about it, they are helping you, he. So be super-considerate of the interviewer's time by checking their interest-temperature every now and again.

DON'T ASK FOR A JOB; ASK FOR ADVICE

You don't want to put too much pressure on the person speaking with you. Asking directly for a job is a big turnoff to someone who is going out of their way to help you. Always remember that you're on a fact finding mission and that you're just trying to get information to help you make the right decision down the line. This information is going to help you in the future when the right position becomes available.

You should never ask outright if they have any job leads for you. This puts people on the spot and can hurt your chances for future assistance. Instead, ask

them about what the company looks for in candidates, what the growing departments of the company are, and what tips they have for breaking into the career or company in general. But don't ask outright for a job.

IMPRESS THE INTERVIEWER

Your goal is to impress them enough so that they will voluntarily offer to help you find a job. They're not going to refer you to others if you come across as being average or show a lack of passion. Be enthusiastic and impress them by being articulate about what your background is and why you would be an ideal candidate for any type of job you're looking for.

GET REFERRALS

Once the interview is over, hopefully they've offered you some referrals to contact. Keep in mind that when they refer you to someone, their reputation is on the line. If you don't get a referral, ask them what they recommend as next steps for you. Listen carefully to what they say and thank them for their time.

FOLLOW UP WITH A THANK-YOU NOTE OR E-MAIL

Always, always, always write a thank-you note or e-mail, regardless of how helpful the informational interview.

KEEP THEM INFORMED OF YOUR PROGRESS

Keep them in the loop by e-mailing the interviewer after you've met with one of their referrals or after you've gotten a job. By meeting with you, they've invested time in you and they want that time to pay off by seeing you become successful. It will not only make them feel good if you let them know that their advice or referrals paid off, but it will also make it more likely that the next person calling them for an informational interview will get one.

EFFECTIVE INTERVIEWING

Preparation and practice are the keys to a successful interview. It's recommended that you begin practicing your interview skills long before you anticipate to start interviewing.

TYPES OF INTERVIEWS

ON-CAMPUS INTERVIEW/PERSONNEL INTERVIEW

Most campus recruiters are trained interviewers. Their role is to evaluate your overall potential and decide how well you would fit within the company. They focus on how you present yourself as well as your technical expertise. They tend to ask questions about your goals and attitudes. Your preparation, how you dress, how easily you answer questions and your general motivation are areas they evaluate. Since you can predict most of their questions, prepare and practice your answers in advance.

SUPERVISOR INTERVIEWS

When talking to direct supervisors, the interview questions are more technical. These people are directly responsible for getting the work done and want to be sure you can handle the job. Expect to talk about the nuts and bolts of the job and to show that you are a team player.

CO-WORKER INTERVIEWS

Sometimes your future co-workers may interview you to see if they can work with you. These people are normally busy and not trained to conduct interviews. Try to be pleasant and positive, give a short statement about your background and show your willingness to be a member of the team.

GROUP INTERVIEW

Sometimes you will find yourself interviewing with two or more interviewers. If they are taking turns asking questions, direct your answer at the person who asked the question, but try to make eye contact

with other interviewers throughout your answer. Conclude with a statement of your interest in the job.

DURING THE INTERVIEW

MAKE A POSITIVE FIRST IMPRESSION

Employers often use the interview to confirm their first impression of you. Turn this to your advantage by making a positive first impression that, in turn, sets a favorable tone for what happens during your interview. Make a favorable first impression by offering a firm handshake, dressing appropriately, arriving on time and being friendly and courteous to everyone.

ARRIVING ON TIME

Employers often use “being on time” as a measure of how well a person will perform on the job. They assume that your actions during an interview represent you at your best. If you arrive late they assume the worst about your work habits. Plan to arrive 15 minutes early and make sure to plan for traffic parking etc.

BEING FRIENDLY AND COURTEOUS

Receptionists and administrative assistants are often asked for their impressions of a job seeker. You may never know who has a deciding vote on extending the offer. Be friendly and courteous to everyone you meeting at the interview. Do not be too talkative or try too hard to impress.

ANSWERING QUESTIONS EFFECTIVELY

Know the Company and the Product

The number one complaint from employers are candidates who are not prepared for the interview. Researching the employer prior to applying and interviewing is an essential component to the job application process.

There are various resources you can utilize when researching a company:

- Employer’s homepage
- Employer’s annual report- usually posted online
- Employer information sessions on campus- think about industries or places you may be interested in working. Be sure to prioritize attending any on campus events they may hold- including presence at Job fairs!
- Career Center and Catamount Job Link
- Professors and other faculty/staff
- Newspapers/Internet searches
- Publications such as Fortune, Money, BusinessWeek, etc.

Know the Position

- What is the job description? What are the essential functions that the person in this job will need to perform?
- What are the expected working hours?
- What is the work environment like?
- Is the position compatible with one’s professional and personal values

Anticipate What They Will Ask

Try putting yourself in the employer’s position and think about what you would want to know.

Many questions are standard and you will see them asked in most interviews. Make sure to be prepared and have good answers for these questions. Some questions will be new and depend on the specific job or industry. The more research and preparation you put into your interview will help you be prepared for more specific questions.

Make sure your answers are believable. Give short, deliberate, smooth answers that do not sound memorized. Make sure not to talk too much.

Be Positive

Say positive things about your former supervisors, previous companies and working conditions. Show that you focus on solving problems rather than broadcasting them. Let them know you are a team

player who will work hard and go above and beyond what is expected.

STAR Method

The STAR method is a structured way of responding to behavioral-based interview questions by discussing specific situation, task, action, and result of the situation you are describing.

Situation: describe the situation that you were in or the task you needed to accomplish. Be specific and give details.

Task: What goal were you work toward?

Action: describe the actions you took to address the situation. Focus on what YOU did in the situation.

Result: Describe the outcomes of your actions and don't be shy about taking credit.

SITE VISIT/SECOND INTERVIEW

DIFFERENCE BETWEEN CAMPUS AND SITE INTERVIEW

If you had a successful interview on campus the next step is normally to normally bring the top 2-4 candidates on site for more thorough interviews.

Your first interview was all about making a great first impression and showing you had a thorough knowledge of the company and position. The second interview allows the company to determine if that first impression was correct, better assess your fit within the organization, and examine your deeper knowledge of the job or industry.

PRACTICE MAKES PERFECT

Chances are your first interview with the company was relatively short. Maybe a 30-45 minute in person or phone conversation at most. Second round interviews are generally much longer, sometimes even an entire day, and more in-depth. Therefore these interviews require more practice and preparation.

Mock interviews are a great way to prepare for the real interview as they can simulate the depth of conversation you should expect. Continue to attend job fairs, networking events, and panels to speak with professional in the field to better hone your conversation skills.

Prepare not just for typical questions about yourself and your career plans, but also prepare for specific situational questions. It is likely you will be asked to discuss how you would respond to certain situations and scenarios. Make sure to be comfortable with the STAR method and project confidence in your answers.

Again make sure to prepare a few thoughtful questions to ask at the conclusion of the interview. Make sure to collect business cards from each person you interview with throughout the day so you can send Thank You notes immediately after.

CASE INTERVIEWS

Case interviews focus on your ability to solve a business problem. Your job is to identify the important issues, develop a logical approach to the problem and offer a solution.

Practicing is the key to becoming proficient with case interviewing.

AGENDA AND TRAVEL

The person who you are in contact with at the company should detail the interview schedule and arrangements in the invitation letter.

If location of your interview is a more than a few hours' drive some companies will make flight and hotel reservation in advance for you. In some situation, you may have to front this cost and file for reimbursement.

If the company is covering your hotel be considerate of this and do not charge personal calls to the room, order pay-per-view movies, indulge in the mini bar etc.

It is recommended and acceptable to request an itinerary and a list of things to bring with you ranging from dress code to college transcripts.

If you are traveling to the interview it is advised that you arrive the evening before. This helps to minimize potential travel delays such as road construction, accidents, or getting lost and will allow you to be more relaxed before your interview. Allow extra time in the morning so you are not rushed.

YOU NEVER GET A SECOND CHANCE TO MAKE A FIRST IMPRESSION

Stick with the same guidelines and recommendations for dress and behavior as for other interviews. You want to dress conservatively, have several copies of your resume on hand, carry a briefcase not a backpack, and make sure your cellphone is turned off.

It's a good idea to arrive 30 minutes early but wait to check in until 10 minutes before the scheduled start. Remember from the time you check in until the time you leave you are being evaluated. Be courteous and respectful of everyone you meet.

AFTER THE INTERVIEW

After every interview experience, there should be strategic and thoughtful follow-up by the candidate. The following steps should be taken after EVERY interview:

- Take good notes: During or immediately following the interview, write down what you discussed, additional thoughts or questions you may have, as well as any possible obstacles you think may prevent you from getting the job.
- Send a follow-up email: Immediately after an interview you should follow up with anyone who assisted you in the process. This could include a campus recruiter, faculty/staff member, career counselor, etc. You should describe your feelings about the day, reiterate your excitement, and express additional appreciation for their help in the process. Also, be sure to let them know that you will notify

them about the status of the job- regardless of the outcome.

- Send a thank you note: After every job interview, even those you aren't particularly interested in, you should send a thank you note within 24 hours. Hand written notes are ideal.

PROPOSING YOUR OWN POSITION

The SEMBA program is a unique MBA program, which means there may not always be a large number of positions looking for Sustainable Entrepreneurs. However, this does not mean that there aren't opportunities within various companies. As you learn throughout your coursework, all businesses can benefit from sustainable business practices, they just might not realize it. This means you might have to actually propose a new position to companies and then convince them why are you the best fit. Sounds scary but it's more common than you might think.

BUILD A SHORT LIST OF DREAM EMPLOYERS

Pull out the brand essence and vision exercises from earlier in the guide and look over the values that were important to you and the companies you felt would be a good fit. Now extend your research to other companies that are similar or who share your common values until you have a list of 10-20 employers and potential contacts.

Next do some research to determine if the companies might, realistically, have an open place for you? Utilize social media, sites like Glassdoor, the company's blog and website, and press releases to help you determine this. Look for emerging department or departments that are underdeveloped. Have new projects recently been announced or funded? Or are there potential opportunities the company hasn't even thought of or that your skills would be ideal for.

ENLIST YOUR NETWORK

The best way to land a job that isn't posted is to utilize your network. Think of people who might know

what's going on inside your dream company, who can give you tips on how to get noticed and who can vouch for your skills and abilities.

Utilize LinkedIn, the Board of Advisors, Faculty and the School of Business alumni network to see who you might be able to connect with. Even if you don't have a connection, reach out to hiring managers.

PREPARE YOUR PITCH

When creating your own role in a company you're going to have to sell your skills and abilities and the benefit to the company. You need to show the decision makes that if they invest in hiring you, you

would have a measured impact on some component of their business.

Research the company's goals and make sure the position you are proposing aligns with what they are trying to achieve. Prepare a pitch that shows your target employer exactly how your experience can help them. Also, make sure to show that you know the company's background and show that you have a passion for the work they do.

And remember, the worst they can say is no. However, even if they say no you've taken a step in demonstrating that you take initiative and understand their business which will likely be remembered in the future.

BUSINESS CORRESPONDENCE

This portion of your Career Resource Guide will provide you with general formats and templates to be used for various business communication. This includes:

NETWORKING OUTREACH

Networking outreach is meant to help you establish contacts with key alumni or other individuals in your desired Career Field. The primary goal of networking outreach should be to set up an informational interview or brief meeting.

Example:

Dear Mr. Alumni,

I am a candidate for the Sustainable Entrepreneurship Masters of Business Administration at the School of Business Administration here at the University of Vermont. I obtained your contact information through the Alumni Foundation while searching for alumni working within the field of _____ and would be incredibly interested working within your field in the future.

Prior to my time here at UVM, I worked in the _____ industry as a _____ and I am interested in continuing my career in _____. I would love to speak with someone currently working in _____ (my desired field) to gain a better understanding of the work and the industry.

While I know you are incredibly busy, if you would be willing to give me 15-30 minutes of your time, I would be incredibly thankful. I am available most weekdays between 3pm-8pm, but I am happy to adjust my schedule for your convenience. If you'd be willing to speak with me, please let me know a day and time that works best with your schedule and hopefully we can set something up. Look forward to hearing from you.

With respect,

NAME

THANK YOU AND FOLLOW UP

FOLLOWING UP TO “NO RESPONSE”- PROFESSIONAL COURTESY FOR MOST EMAIL COMMUNICATION IS TWO BUSINESS DAYS. IT IS ADVISED TO GIVE EMPLOYERS AND ALUMNI 5 BUSINESS DAYS BEFORE SENDING A FOLLOW UP.

Dear Mr. Alumni,

I hope this email finds you well. My name is _____ and I am a current Sustainable Entrepreneurship MBA candidate within the School of Business Administration at the University of Vermont. I emailed you a couple of weeks ago in regards to an opportunity to speak with you about your experience in _____ industry.

As I am really interested in speaking with you about your professional experiences, I wanted to follow-up with you in hopes that you might have a moment to speak with me. If not, perhaps you would be willing to connect me with someone else working at _____ (company/industry, etc.)? Any information you would be willing to provide would be greatly appreciated.

Look forward to hearing from you,

NAME

FOLLOWING UP TO A “RESPONSE” FROM ALUM/EMPLOYER/ETC.

Dear Mr. Alumni,

Thank you for your response. I sincerely appreciate you taking the time to speak with me about your industry and professional experience on _____ from _____ to _____ am EST. For your reference, I have included a copy of my most updated resume.

Look forward to speaking with you.

With regards,

NAME

THANK YOU/FOLLOWING UP TO AN “INFORMATION INTERVIEW/INITIAL MEETING”:

Dear Mr. Alumni,

Thank you very much for taking the time to speak with me today about your experiences working at _____. I learned so much in regards to the _____ industry and can now, more than ever, picture myself working in the field. If you would be willing, I'd love to keep in contact with you as I continue to navigate my career.

Thank you again,

NAME

FOLLOWING UP FROM AN "EVENT/JOB FAIR/ETC.":

Mr./Ms. Employer/Alumni/Recruiter,

I enjoyed meeting you yesterday at the University of Vermont's Fall Career Fair. Thank you for providing me additional information about _____ (company name) and communicating your company's hiring needs. I truly believe that my skills and experiences are well suited to your organization and I hope to remain in touch with you to discuss further opportunities if they arise.

Thank you again,

NAME

INTERVIEWING AND OFFERS

WHILE STILL IN INTERVIEW PROCESS:

Dear Mr./Ms. Employer/Recruiter,

I enjoyed meeting with you last week to discuss _____ position. 123 Company is one of my top choices for employment and meeting with you only solidified my interest. I am impressed by the company's commitment to _____ (mention something specific from interview).

While I am still in the interview process, I look forward to continued communication and hope to hear from you in the near future.

Thank you again for your time and consideration.

Sincerely,

NAME

INTERVIEW SCHEDULING CONFLICT/RESCHEDULING REQUEST:

Dear Mr./Ms. Employer/Recruiter,

I would like to once again express my sincere interest in the _____ position at _____ (company name) and thank you for your consideration. Currently, I am unavailable during the proposed interview time. Due to this, would it be possible to reschedule for another day or time?

I am eager to interview for this opportunity, but feel a responsibility to uphold my prior obligation. I am available _____ (provide dates/times). Please advise which of these options may work for you. If this is not an option, please let me know and I will do my best to make arrangements to my schedule.

Thank you for your understanding,

NAME

OFFERS “ACCEPTING”

Dear Mr./Ms. Employer/Recruiter,

Thank you again for taking the time to interview me for _____ (position) at _____ (company). I am incredibly excited about the job offer and, after careful review, would like to formally accept your offer. Please let me know how we should proceed from here!

Best,

NAME

OFFERS “TURNING DOWN AN OFFER”

Dear Mr./Ms. Employer,

Thank you for extending an offer for _____ (position) at _____ (company). I enjoyed meeting with you and your team and although I am interested in working in _____ (field), I have accepted another offer that is more aligned with my career goals.

I truly appreciate the opportunity to interview with your company and have no doubt you all will find the right candidate for the position.

Regards,

NAME

THANK YOU NOTES

Thank you notes are an essential piece of professionalism. A thoughtfully constructed and executed thank you note can have a profound impact on an employer or contact. Thank you notes should always be personalized. Handwritten thank you notes are always a best practice, though emails can also be appropriate if the individual’s mailing address is not accessible.

When to Write a Thank you Note:

- After a job interview
- After a networking appointment or information interview
- After any employer, recruiter, alumni, etc. has taken the time to offer advice on your resume, interviewing skills, connecting you to another contact, etc.
- Anytime anyone has made an effort to help you.

THANK YOU "AFTER A NETWORKING EVENT"

Dear Mr. Alumni,

Thank you for taking the time to speaking with me yesterday during the on campus networking event. I enjoyed speaking with you about your work in finance and the experiences you had while a student here at UVM. Your advice on how to start navigating the job search process was incredibly insightful.

While I am interested in finance, I am also interested in exploring marketing opportunities. I was impressed with the entrepreneurial spirit your company seems to value. If there are any internship or employment opportunities you think I may be a good fit for, please do not hesitate to reach out to me.

Thank you again for your time and I hope to stay connected with you in the future.

Best,

NAME

THANK YOU "AFTER AN INTERVIEW"

Dear Mr./Ms. Interviewer,

Thank you for taking the to interview me for _____position at _____company. While I was already incredibly excited by the position, after meeting with you and other members of your team, I am convinced that _____company is the right place for me. In addition, I feel as though I possess the appropriate experience and vision to work collectively with you all.

I know you are an incredibly busy individual and sincerely appreciate all the time that was offered to me yesterday. As I said before, _____ company seems like a wonderful place to work and I look forward to hearing from you soon.

Sincerely,

NAME

DRESS FOR SUCCESS

Are you attending a networking event? A job interview? Hoping to make a great impression?

All SEMBA students should maintain a professional appearance, reflecting they are a part of a well-respected Business School and professional community. The information included below is to serve as a guideline when deciding how to dress for various occasions. Remember, you only get one chance to make a first impression!

TYPES OF BUSINESS ATTIRE

Business Professional: Interviews, Site Visits, Career Fairs

Business Casual/Smart Casual: Employer Information sessions, Etiquette Dinners, Networking events, events at which industry professional are speaking

Casual/Student Attire: Class, campus events at which industry professional are not speaking

For many events on campus, this normal everyday attire will be appropriate. That being said, business school students should always look neat and put together- jeans are OK, but leave the sweatpants at home.



Interview Attire – Men (top)



Quick Tips

Avoid wearing anything that could be distracting such as face/body piercings. Wear minimal cologne and have a neat, polished experience. Fresh breath is nice- but NO gum chewing.

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Interview Attire – Men (bottom)



Quick Tips

Belts should always be worn and they should match your suit and shoes.

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Standard Suits (Men)



Dark Navy



Dark Grey



Medium Grey

Quick Tips

Suits should be conservative and clean. Black, gray, and navy are ideal. All exterior tags should be removed as well as thread closing all pockets and slits in the back of the jacket

Furizug.com

Correct Suit Jacket Length

DO:



Jacket sleeve length should break at the wrist when arm is hanging down

Allow $\frac{1}{4}$ - $\frac{1}{2}$ " of shirt cuff to show

Jacket length should reach the tip of your thumb

Suit jacket should cover buttocks

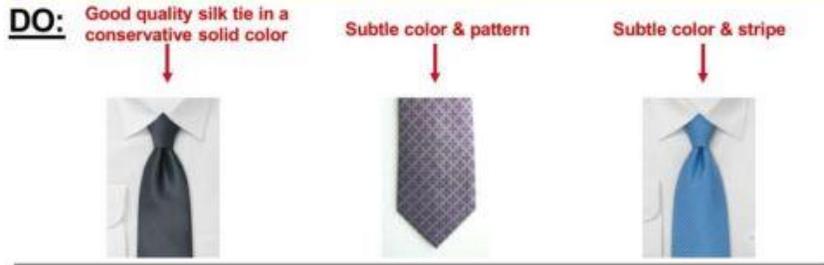
DON'T:



Suit jacket length is way too long

Too many buttons, opt for a 2-3 button suit

Types of Ties



Quick Tips

Err on the Conservative side. Busy prints can be distracting

Tie Length

DO:



Bottom of tie should just cover your belt buckle

DON'T:



Too is too long, going below the belt



Tie is way too short

Quick Tips

Don't know how to tie a tie? Visit this website or search for example on YouTube. Or, ask a friend

Interview Attire – Women (top)



Quick Tips

Keep it simple. Avoid distracting jewelry, makeup, and nail polish. Fresh breath is nice- but no gum chewing.

All exterior tags should be removed as well as threads closing all pockets and slits in the back of the jacket

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Quick Tips

Hosiery is encourage for more conservative companies. When in doubt, err on the conservative side.

Skirts should be knee length when standing and should not be too tight.

Interview Attire – Women (bottom)



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Standard Suits (Women)



Dark navy pantsuit



Grey pantsuit



Black pantsuit



Grey skirt suit



Black skirt suit

FUNJUG.COM

Quick Tips

Suits should be conservative and clean. Black, navy, gray, and brown are most appropriate. Skirts or pants are appropriate, but make sure to follow skirt guidelines above

Pants & Skirts (Women)

DO:

Little or no cleavage



Tailored pants



Knee length skirt



DON'T:

Too much cleavage



Borderline cleavage



Skirt too short



Slit too high



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Shoes (Women)

DO:



DON'T:



Quick Tips

Shoes should be clean and match your suit. Avoid "flashy" shoes or things that could be distracting. Heels are not required, a professional loafer or ballet flat is appropriate

Business Casual - Top (Men)

DO:



Quick Tips

Wearing a sports coat is sometimes appropriate for business casual. A tie is typically not needed.

DON'T:



Polo's or button down dress shirts are appropriate but stick to conservative colors and patterns.

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Business Casual - Bottom (Men)

DO:



Quick Tips

Clean and pressed suit pants or khakis are appropriate

Shoes should be clean and polishes, usually brown or black, and coordinated with your shirt and pants.

A belt is advised and should match your shoes

DON'T:



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Business Casual - Top (Women)

DO:



DON'T:



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Quick Tips

Button-down, collared shirt or blouse is ideal.

Avoid anything revealing and stick to simple patterns and conservative colors.

Keep jewelry, hair, and make up simple

Quick Tips

Conservative dress pants in a dark color is most common.

Skirts and dresses are okay but remember to dress conservatively and refrain from showing too much skin. Some dresses can be business casual by incorporating a cardigan or sweater.

Business Casual - Bottom (Women)

DO:



DON'T:



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JOB HUNT TIPS FOR INTERNATIONAL STUDENTS

- Before you begin your job or internship search make sure you get information on work permission regulations and immigration requirements.
- Allow at least four months to get petition for internship approval approved.
- In general, you cannot work for the U.S. federal government, U.S. state and local government entities, or for private employers who receive government contracts.
- Some of the best employment opportunities in the U.S. are with international companies and global organizations.
- Market Yourself: explain to employers the benefits of hiring international students
- Diverse cultural background and the ability to speak more languages are especially appealing to companies that are planning to globalize their business.
- Living and studying abroad enables international students to demonstrate a number of skills such as tenacity, responsible risk taking, decision making, and resourcefulness.
- Be able to communicate how you have overcome some of the challenges you have faced; as these types of skills can be directly linked to the skills desired for the position you are seeking.

WHEN TO DISCUSS VISA STATUS WITH AN EMPLOYER

- If the position is short term and you are using OPT, it is not much of an issue for the employer. If they ask, by all means inform them of your status.
- Often an employer will ask verbally or on an application if you are eligible to work in the U.S. If the employer requests the information you should inform them of your visa status. For example, "visa allows 12 months of work."
- If they do not ask and you are seeking long-term employment, you want to bring it up before an offer of employment is made, possibly during second/third round interviews. Be sure the

employer is aware so they can make a decision on whether or not they want to sponsor your visa petition.

HOW TO FIND U.S. EMPLOYERS THAT HIRE INTERNATIONAL STUDENTS

- Seek out companies that have a history of hiring international students. Network with fellow international students and alumni to find out what companies they have worked for and their advice on how you can get your foot in the door too.
- Keep in mind that the parameters under which students are hired vary and may or may not include sponsorship

INTERNATIONAL STUDENT RESOURCES

ONLINE RESOURCES

- Career Center International Student webpage
- LinkedIn: University of Vermont Career Connections International Student & Alumni group
- Catamount Job Link- UVM's jobs database with online resume/cover letter review

MEET WITH A CAREER COUNSELOR

- The Hub- First Floor Davis Center Monday- Friday 1-4pm
- International Career Counselor Mondays 1-4pm

- **International Student Career Counselor in Career Center:** Kimberly Ead kead@uvm.edu
- **International Student Advisor in Business School:**

GETTING AN OFFER

Congratulations! You've received a job offer. However, it is still important that you conduct yourself in a professional manner when handling your offer.

RECEIVING AN OFFER

- Be prepared. Know what you are going to say to the recruiter so that when the offer is made, you are calm and collected. Don't let the excitement of the offer allow you to accept it before you have the chance to think about it.
- Thank the recruiter and express your excitement in receiving the offer.
- Unless you are 100% sure you are going to accept the offer, avoid language that indicates that you will accept. Verbal acceptance indicates to the recruiter that you will be joining the company.
- Inquire about the details of the next steps such as:
 - When will the offer paperwork be sent to you?
 - Is there a deadline for accepting or declining the offer?
 - Are there other requirements that you must fulfill?
- Let the recruiter know that you are eager to review the offer and ask about the best times to contact him or her with questions.
- Be ready with questions you have for the recruiter.
- Reiterate your pleasure in receiving the offer as you wrap up the call and confirm the time frame you have to respond.
- Be sure to report your offer to the School of Business Career Services so that that information can be compiled.

RESPONDING TO A JOB OFFER

ACCEPTING AN OFFER

- Once you have decided to accept an offer it is recommended to communicate that decision with the employer as soon as possible. This allows the process of bringing you on board to begin as soon as possible.
- Calling the offering manager is the best way to communicate this, unless your primary means of communication has been through email, in which case emailing is an acceptable method.
- Sounds enthusiastic and thank the hiring manager for the opportunity.
- Be ready with questions and preferences the employer may ask you to confirm such as start date and relocation plans.
- Be sure to clarify any steps that must be taken before you start.
- Follow up with others in the company who were part of your interviewing process to let them know and thank them for their help.
- Contact any other employers with whom you are still in the interview process and notify them you have accepted another position. Make sure to thank them for their interest in you.

RENEGING A OFFER

- When you accept an offer either verbally or in writing, it is considered binding. It is never acceptable to accept an offer and later decline.
- Once you accept an offer either verbally or in writing, all other interviews should stop.

DECLINING AN OFFER

- Sometimes an offer is just not a good fit or you plan to accept an offer from another employer that is more suitable. Declining an offer should be done as soon as you make the decision to allow the employer to pursue other candidates.
- Call the employer to convey your decision. However, if you have been communicating via email it is acceptable to decline through email.

- Be sure to thank the recruiter for their time, hard work and interest in you and share a brief explanation of the reason for your decision. Focus on your interest in the best fit for both of you and leave them with a desire to continue a professional relationship with you.

EVALUATING A JOB OFFER

Receiving a job offer is very exciting, however there are considerations to make before negotiating or accepting the offer.

LOOK BEFORE YOU LEAP

There are many things to consider, such as location, salary and benefits. Research and evaluate all of these factors to determine whether or not the job is a good match for you.

Also, think back over your interview process. Were there things people said or you noticed that seemed like red flags or potential issues. Make sure to weight these concerns during your evaluation of the offer.

Some employers expect you to negotiate and don't make their first offer their best offer. Other employers have strict pay structures that don't allow much flexibility. Determine the type of company you are dealing with ahead of time.

DETERMINE IMPORTANT FACTORS AHEAD OF TIME

Look back on your professional goals and values from earlier in the guide. Before you know how closely an offer matches these it's important to revisit them. When considering a job offer it's recommended to focus on the following:

- Professional growth & development potential
- Work/life balance
- Personal values
- Salary/signing bonus
- Level of responsibility, challenges, and intensity
- Team versus independent work environment
- Opportunities to use your skills, expertise and interests

- Whether or not you like and fit into the culture
- Geographic location
- Physical environment and working conditions in the workplace

BEFORE YOU NEGOTIATE, GATHER INFORMATION

Collect information to establish a salary range and other benchmarks:

- Visit salary websites
- Talk to current and past employees of the company. Ask about benefits, bonuses, commissions and other perks.

Compile information regarding cost of living:

- Review cost of living comparisons available on various websites.
- Speak to contacts that live in the area.

Determine the income you need:

- Establish the minimum income you need to cover all your bills and basic expenses.
 - Don't forget to include student loan payments that may have been deferred while you were in school.
- Estimate other monthly expenses.
- Estimate how much your take home pay will be after deductions
- Compare your expenses to your take home pay to determine if the salary will work for you.

Assess the demand of your skills in the marketplace:

- Talk to alumni, Board of Advisors members and other connections in the industry to determine how valuable your skill are and what you're negotiating position is.

OTHER FACTORS TO CONSIDER

Below are other factors and considerations it is recommended you think about. If you don't know the answers to these questions, reach back out to the recruiting manager for the information.

- Does the company clearly define your responsibilities in the job description?
- Do you understand the reporting relationship and organizational structure?
- With whom will you be working? Have you met your team members?
- What else might you need to know to evaluate the cultural fit?
- Given the company's financial performance are you taking any short term or long term risks in accepting the position?
- What formal, informal, on the job training does the company provide?
- When and how does the company evaluate and reward performance?
- When are the typical raises and bonuses for employees at your level?
- When is the starting date?
- If this positions requires a move, does the company provide relocation assistance?
- Do you understand the benefits package?

SUCCESS ON THE JOB

Beginning a new job can be a big adjustment. Below are some suggestions to help make a smooth transition into the work place:

TRANSITIONING TO THE WORKPLACE

- **Go above and beyond.** If you want to advance quickly and receive positive performance reviews, don't just do what's expected of you. Strive to go above what's asked of you and add value to the organization whenever possible.
- **Make sure all correspondence is professional.** Thoroughly read all emails when you receive them and proofread anything you are sending out. Don't put anything in writing that would embarrass you or your boss.
- **Take on all assignment enthusiastically.** Having a good attitude about your work right away helps confirm to employers that they've made the correct decision in hiring you. Especially in the beginning, some tasks may seem trivial but it's

important to take them on with enthusiasm and professionalism.

- **Timeliness.** Always arrive on time and do not leave early. Strive to show that you are committed to your work right away. Traffic and oversleeping are not acceptable excuses.
- **Dress for success.** Observe the work culture and how your coworkers and supervisors dress. Don't buy a lot of clothes until you are familiar with the office standard.

MORE TIPS FOR SUCCESS

- **Be Flexible.** Expect and embrace changes to your position.
- **Get to know your boss.** Observe his/her personality and work style and tailor your interactions accordingly.
- **Clarify expectations.** Make sure you and your boss are on the same page.
- **Take initiative.** Ask for more work when you've completed a project and be proactive during downtime.
- **Don't make major changes.** Proceed slowly and carefully in a new work environment. Listen 80% of the time and talk 20% of the time.
- **Keep a journal.** Update it regularly so you remember the tasks/projects that you've accomplished.

STAY IN TOUCH

The University of Vermont, School of Business is invested in making sure you are successful throughout your career. Please keep us updated as your career progresses.

Email: Amanda.simpfenderfer@uvm.edu with updates.

APPENDIX: GUIDED IMAGERY SCRIPT

We are about to take a trip back to the future.

Get comfortable. Close your eyes and pay attention to your breathing. Breathe slowly in and out through your nose four times, with each breath becoming slower and allowing your body to become even more relaxed with each breath. (Pause)

Concentrate on your fingertips and see if you can feel your heartbeat in them. (Pause)

Once you have done that, allow yourself to feel your heartbeat in your chest while continuing to breathe in a slow and relaxed manner. (Pause)

You are ready now. Let's begin your journey back to the future. It is 10 years in the future. You've graduated, found your first job and have really been establishing a life for yourself over these past 10 years. It feels good. (Pause)

When you checked the mail today you discovered the alumni invitation to your 10 year reunion.

So much has happened since you last saw some of your classmates. In ways, it probably feels like yesterday and in others, like a lifetime. (Pause)

Take a moment to reflect on the many changes that have transpired over these past 10 years.

You find yourself smiling as you're looking at the invitation. You run your fingers over the embossing of your school's emblem. Ten years. Can you believe it? It probably feels like a whirlwind. (Pause 5 seconds.)

You find yourself mentally and emotionally preparing yourself, rehearsing for the conversations you will have with your classmates and friends. You are thinking about the experiences and achievements that have given you the greatest sense of accomplishment. (Pause 5 seconds)

You're eager to share what you've done since school, what you're doing now, and what you hope to do in the next five years. (Pause 5 seconds.)

You think back to your first full-time job out of school. Remember what it felt like to get dressed that first morning, getting to work and hoping you were up to all of the challenges? (Pause 2 seconds.)

Were you ready? (Pause 3 seconds.)

Remember getting your own place for the first time? And celebrating your newfound freedom? Then later realizing all the bills that were now yours to pay? (Pause 5 seconds.)

Perhaps you are in a committed relationship. Maybe you're married? Or have started a family? Or maybe you're considering the many possibilities. Other than work, what are you looking forward to sharing about your life? (Pause 10 seconds)

What have you learned from negotiating and navigating your life, your work and the world? (Pause 10 seconds.)

What are you doing now, 10 years after graduation? And who is in your life? (Pause 10 seconds) What impact are you having on those around you? (Pause 5 seconds)

What is next for you that will create the impact you hope to have on your work, life and the world? (Pause 15 seconds)

When you have finished reflecting, take several deep slow breaths, open your eyes and stretch.

Once you have fully reflected, document what you will be saying about the life you are leading, who is alongside you, and the impacts you aspire to have.